

## 先人に見る日本型IR

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conditions may have changed, the essential goodness I felt then is still a tangible presence here today even after so many years. For me, Nichibunken was the first love of my academic life. Finally, I was able to come back home. In what remains of my career I will treasure the special feelings I have for this place and work hard to do everything I can to spread the ideals of Nichibunken as a center for research and study.



The author in costume to perform in a noh play written by Professor Kasaya Kazuhiko  
笠谷先生の楽劇で能の切り組み（チャンバラ）を演じた

## Institutional Research: Precursors for a Japanese Model

ISHIKAWA Hajime (Assistant Professor)

“So what exactly is IR anyway?”

I don’t know how many times I’ve been asked this question since I became assistant professor in the Office of Institutional Research in April this year. I try to explain it as accurately and concisely as I can. Institutional research offices collect and research information that helps companies in drawing up plans and making decisions. In an academic context it normally refers to “educational IR,” and consists of activities designed to improve the quality of the education students receive.

Educational IR in Japan generally follows the model established in the United States, which is leader in the field. But the American model does not really match the reality of Nichibunken, a research institution. Instead, there is more to be learned from looking at corporate IR.

For “precursors” in this field, we can look at corporations like the South Manchurian Railway, the Japan Travel Bureau (JTB), and Nomura Securities. The South Manchuria Railway Company was founded in 1906, JTB in 1912, and Nomura Securities in 1925. In Manchuria, a Research and Survey Department was established one year after the company was founded. It was later described as “Japan’s finest think tank.” The department was responsible for implementing a wide range of surveys throughout China, which supported Japan’s advance there. JTB, meanwhile, carried out detailed surveys of undiscovered areas in Japan and overseas and published its findings in a series of travel pamphlets, creating the concept of tourist destinations and playing an important role in the development of tourism in the 1930s and early 1940s. Nomura Securities was to become famous for its surveys and information, and used its remarkable strengths in research and analysis to shift from the tradition of stock market trading based on customer demand to

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石川 肇（助教）

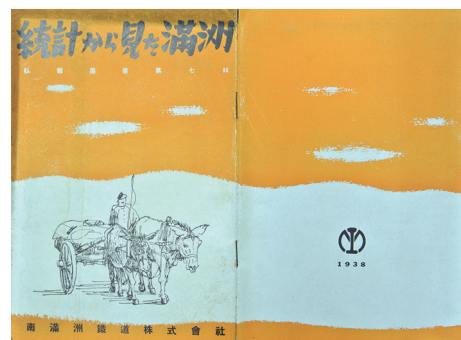
「IR ってなんなの？」

この4月からIR室の助教となって以来、何度この質問を受けたことだろう。

そして、その都度、「IR とは “Institutional Research” の略で、企業の計画策定や意思決定支援のための情報収集・調査研究のことです。しかし、大学の場合は “教学 IR”、つまり、学生の教育改善を目指す教学面に焦点を当てた活動のことを指しています」と、できるだけ細やかに答えることにしている。

さて、日本の教学 IR はその先進国であるアメリカを模範としている。しかし、研究機関である日文研の場合はそれではだめで、実態とうまくかみ合わない。むしろ、企業 IR のほうに学ぶべきことが多い。

そこで私が “先人” として注目しているのが「満鉄・JTB・野村證券」といった日本の各企業である。満鉄が 1906 (明治 39) 年、JTB が 1912 (明治 45) 年、野村證券が 1925 (大正 14) 年の創立で、満鉄の場合、すぐ翌年に「日本が生み出した最高のシンクタンク」と形容されることになる満鉄調査部を設置し、中国全土のあらゆる基礎調査を行い、日本の中国進出を支えた。JTB は国内のみならず、国外における未開の土地を丹念に調査し、その結果を「旅行パンフレット」に落とし込むことによって「観光地」を作り出



Manchuria In Statistics (South Manchuria Railway Company, April 1938)  
「統計から見た満洲」(南満洲鉄道株式会社、1938 年 4 月)

a new model built around offers put out by the company. All three of these organizations carried out corporate IR that was well suited to the needs of Japan and people of the times.

The question of how to assimilate these companies' approaches to marketing into our own activities is one that can best be answered by the close study of the companies' histories. I believe that a study of this kind will provide many insights on how a research institution can continue to renew itself as an organization. It also represents a study of Japanese culture and history itself, and will therefore help to develop the kind of IR that is distinctive to Nichibunken.



## New Research Horizons at Nichibunken 着任のごあいさつ

GOZA Yūichi (Assistant Professor)

呉座 勇一 (助教)

As a specialist in Japanese medieval history, I have visited Kyoto for academic meetings, for research, or for other scholarly activities many times, but until a few months ago I had never imagined that I would come to live here. This ancient capital, with its countless ancient temples and shrines that date back centuries, is an ideal place for a scholar of medieval history. Having been appointed assistant professor at Nichibunken as of October 2016, I am determined to make the most of the opportunity to be in this environment.

The main topic of my research is Japan's medieval-age *ikki*. The image of *ikki* tends to be strongly associated with peasant uprisings, but that image properly belongs only to the Edo period. The *ikki* were groups of members all equal in status, who united to achieve a certain objective. In medieval times, *ikki* groups were formed almost every part of the country and in every strata of society.

In my doctoral dissertation, I critiqued widely accepted views emphasizing the magical aspects of the *ikki* (as mystically inspired groups based on religious beliefs) through study of primary documents, mainly the contracts (*ikki keijō*) signed when an *ikki* was formed. At Nichibunken, with its emphasis on international and interdisciplinary research, I plan to expand my research horizons, comparing Japan's *ikki* with societies,

すなど、昭和初期のツーリズムを牽引した。そして野村證券は後々、「調査の野村、情報の野村」と言われるようになるが、その驚異的な調査・分析力を駆使し、従来の顧客希望型から「提供型」の株取引を行うことに成功した。これら企業は、当時の日本および日本人に適した企業 IR を行っていたのである。

こうした企業のマーケティングをいかにして取り入れるかということは、その歴史を紐解くとわかることであり、そこから研究機関が組織としてリニューアルし続けるための指標を得ることができる。それはまた日本の文化研究でもあり、日文研独自の IR 活動となるはずだ。

(原文：日本語)

2016 年 10 月に着任致しました日本中世史専攻の呉座勇一と申します。

学会や史料調査などで京都を訪れたことは何度もございますが、まさか自分が京都の住人になろうとは数か月前まで思ってもおりませんでした。何百年も続く社寺が無数に存在する京都は中世史研究者にとっては最適の研究環境であり、いただいた機会を無駄にしないよう精進していく所存です。

私の主要な研究テーマは中世の一揆です。一揆というと、一般的には農民が起こす暴動というイメージが強いですが、それは江戸時代に限った認識です。一揆とは、ある目的を達成するために構成員の平等を原則に結ばれた集団を指し、中世においてはあらゆる地域、あらゆる階層で一揆が結ばれました。

博士論文では主に一揆契状（一揆を結ぶ際に締結する契約書）の古文書学的検討を通じて、一揆の呪術的性格（神仏への信仰を紐帯とした神秘的集団）を強調する通説を批判しました。今後は国際的・学際的な研究機関である日文研において、諸外国の結社・社会集団の事例との比較、国文学・民俗学などとの協業を進めてい